

REGIONS

REGIONS

**REGIONS MATTER MOST TO THOSE WITHIN THEM
AND CAN MAKE LITTLE SENSE TO THOSE UNFAMILIAR WITH
THE AREA.**



STAR WARS INSIDER

PRESENTS

THE GALAXY

This starchart shows all the major regions of the galaxy, the principal trade routes, and important planets. It contains key data for all of the planets from *Star Wars: Galaxy's Edge*, the new massively multiplayer online roleplaying game from LucasArts.

THE GALAXY IS FILLED WITH 400 BILLION STARS, around which circle over a trillion habitable planets that are home to over 20 million intelligent species. The distance from one side of the galaxy to the other spans approximately 100,000 light years, but a hyperspace-equipped starship can shrink the whole journey to a matter of a few weeks or months, depending on the class of hyperspace fitted.

Over many millennia, hyperspace technology has been the main force drawing the galaxy together. A hyperspace allows a ship to cross a sector or a region in a few hours or days, and 'shortcuts' the journey between one region and another in a matter of days or weeks. Although it is possible to make a hyperspace jump in virtually any direction, most ships tend to travel along established, safe hyperspace routes because of the danger of contact with an uncharted body in hyperspace and the complexity of making new jump calculations.

'Shortcuts' drives are normally used for local journeys. Starships can move at sublight speeds of several thousand kilometres per second in open space, allowing them to travel from one planet to another in the same star system in a few hours.

UNKNOWN REGIONS
The far edges of the galaxy are uncharted and unexplored. The future beyond these borders is unknown, although some speculate that the Force is active there.

Seeking to expand to distant regions, the Galactic Empire has established a network of trade routes and hyperspace lanes.

PROXIMATE CLUSTER
The Proximate Cluster is the closest of the major clusters to the Core Worlds.

DEEP CORE
The Deep Core is the furthest of the major clusters from the Core Worlds.

COLONIES
The Colonies are the most recent of the major clusters, established by the Galactic Empire.

INNER RIM
The Inner Rim is the closest of the major clusters to the Core Worlds.

OUTER RIM
The Outer Rim is the furthest of the major clusters from the Core Worlds.

WILD SPACE
Wild Space is the uncharted region of the galaxy beyond the major clusters.

EXPANSION REGION
The Expansion Region is the region of the galaxy that is being explored by the Galactic Empire.

PLANET HIGHLIGHTS
A list of key planets and their locations in the galaxy.

TRADE ROUTE KEY
A key to the trade routes shown on the starchart.

PERLEMIAN TRADE ROUTE
A detailed map of the Perlemian Trade Route.

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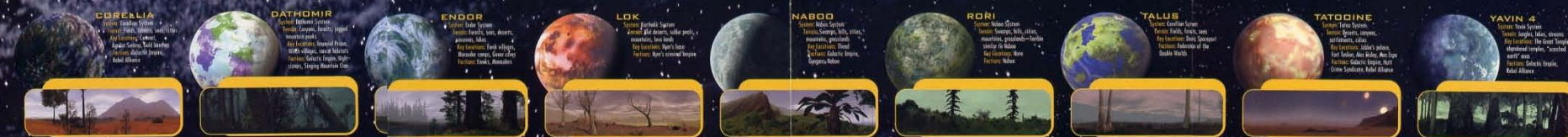
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PLANET HIGHLIGHTS



Map design by Peter Maffei. Special thanks to the LucasArts team, including Chris K. Smith, Andrew King, James King, and David Maffei.

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Territori

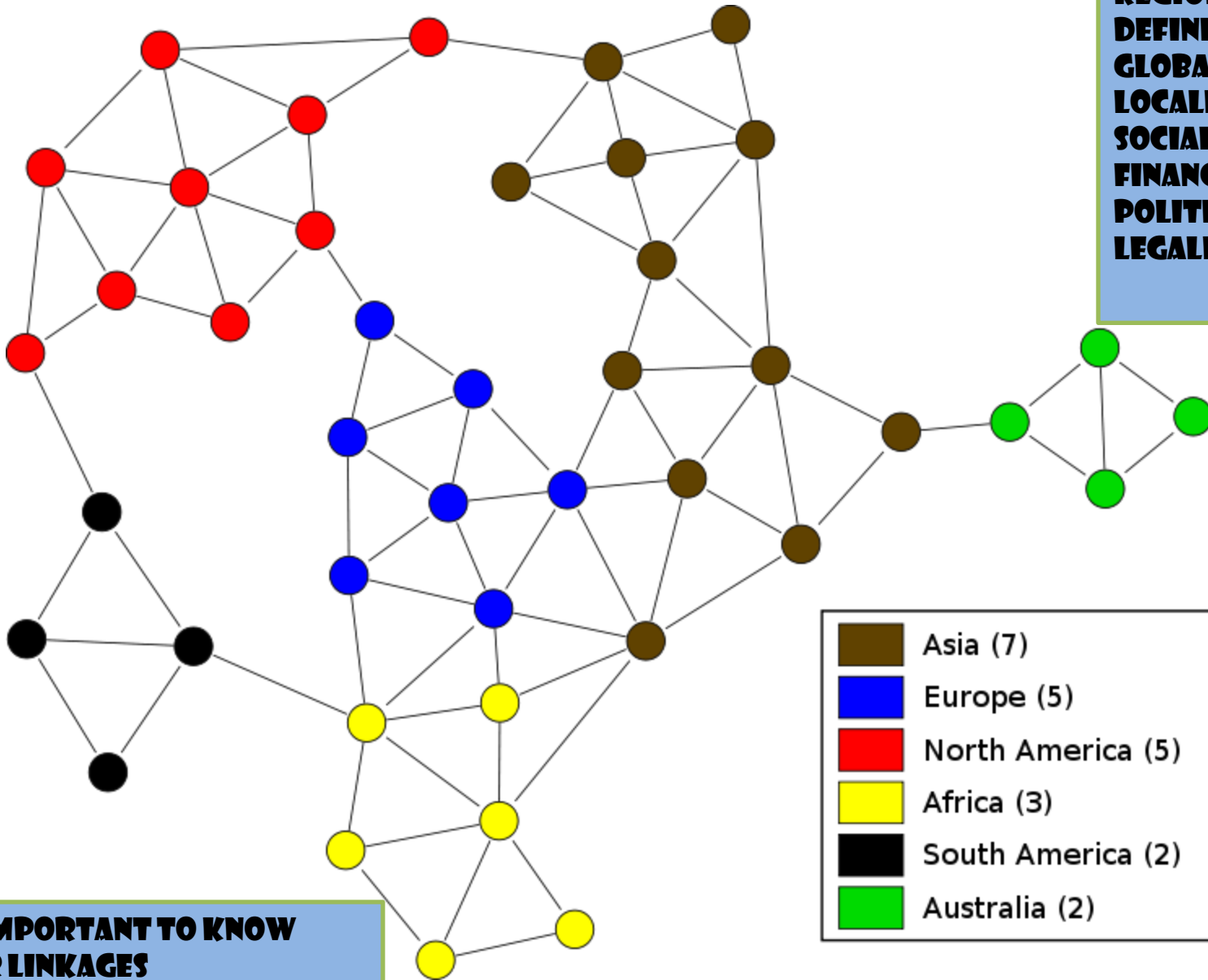
RISIKO
Armate

America N5	America S2	Europa 5	Africa 3	Australia 2
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SOMETIMES EVEN FAMILIAR REGIONS CAN SEEM FOREIGN WHEN INTERPRETED FROM DIFFERENT VIEWPOINTS



**REGIONS CAN BE
DEFINED:
GLOBALLY
LOCALLY
SOCIALY
FINANCIALLY
POLITICALLY
LEGALLY**




**IT'S IMPORTANT TO KNOW
YOUR LINKAGES**



**DEFINING YOUR REGIONS
FROM YOUR PERSPECTIVE**

IT'S MESSY

**LOCAL POLITICS
SMALL BUSINESSES
GLOBAL FIRMS
INDUSTRY TARGETS
TRADE FLOWS
COMMUNITY NEEDS
COMMUTING
LAYOFFS
REAL ESTATE
RETENTION
RECRUITMENT
INCENTIVES
WORKFORCE**

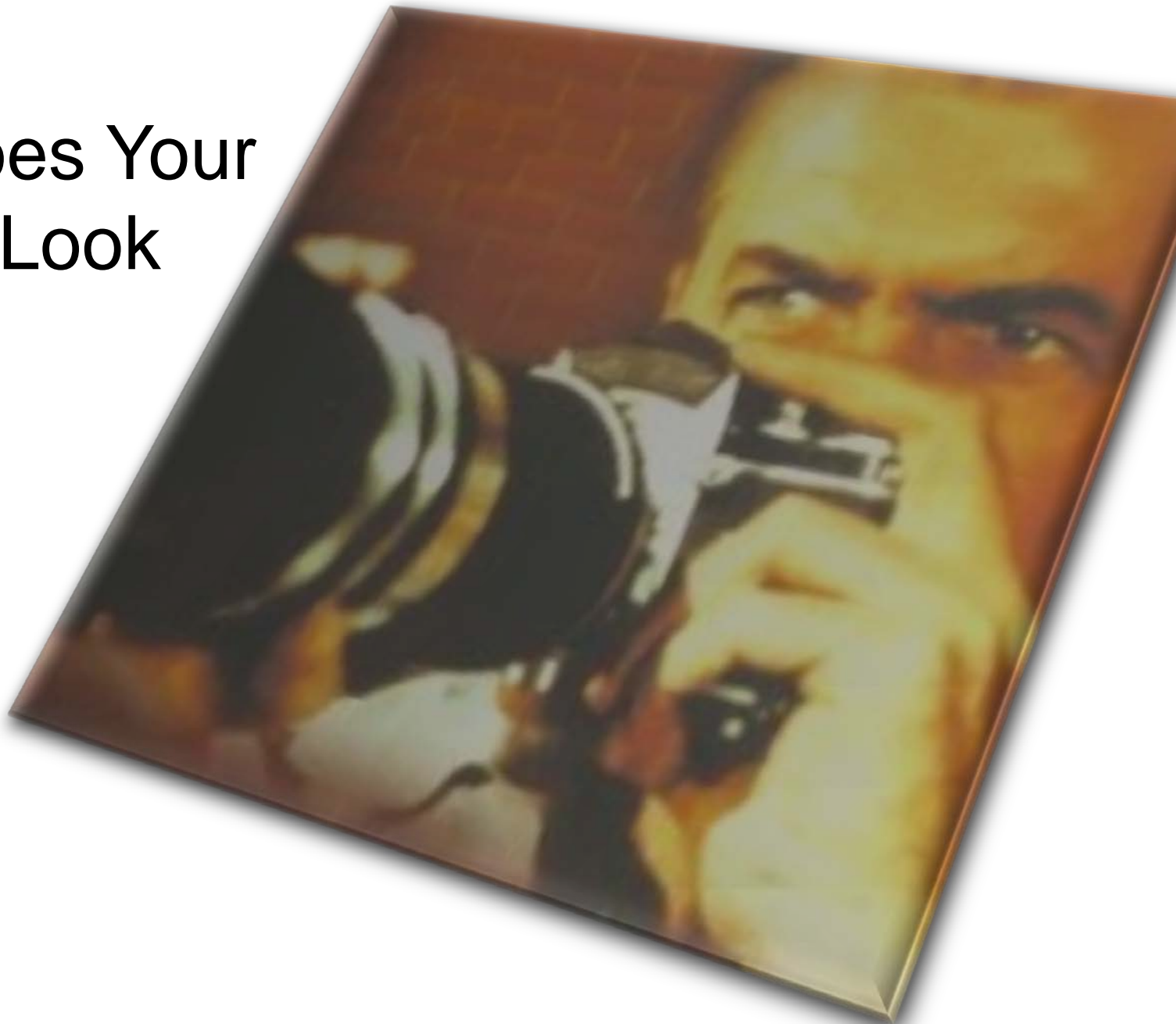
A photograph of a person in a yellow jumpsuit standing in the center of a room. The room has a grid pattern on the floor. Numerous people are lying on the ceiling, looking down at the person in the center. The scene is dimly lit, with a bright light source in the center of the ceiling.

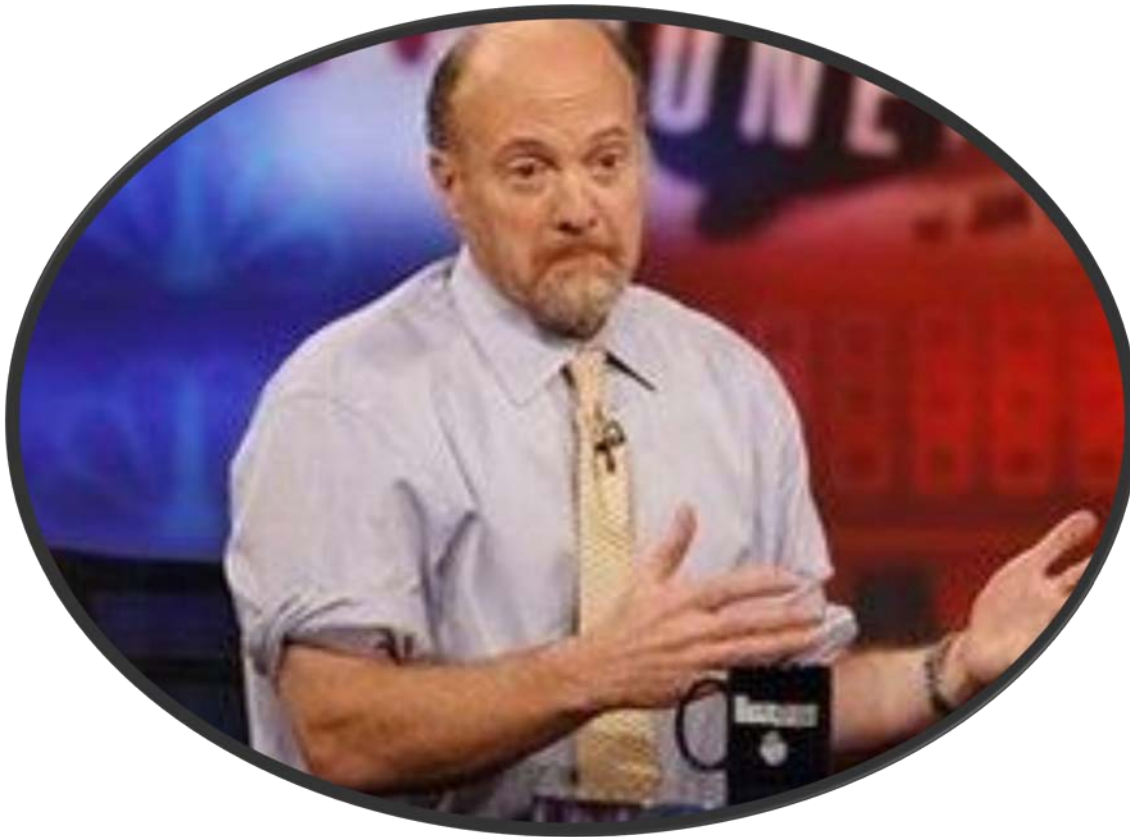
**IT CAN
MAKE YOU
FEEL
HELPLESS**

**HOW DO YOU FIND THE
BEST STRATEGIES FOR
YOUR REGION**



How Does Your
Region Look
Now?





Know your industry mix
Know your workforce
Know your resources

Are You Diversified?

Diversification:

Employment is spread more evenly across industries in a region.

Metro Areas tend to have greater diversification than rural areas.

Advantages:

Multiple Opportunities for Business Expansion

Regional Economy can still thrive when a single industry declines

Workforce skills are highly transferable within the region



Are You Specialized?

Specialized Regional Distribution:

A few industries or industry clusters make up the majority of employment in a region.

Rural Areas tend to be more specialized than urban.

Advantages:

You know who the players are

Great opportunity for connecting frequently with business leaders

Allows for scenarios to be in place for business expansions or business downturns

Easier to distribute resources

Where Do You Want to Be?

Or How Do You Avoid This Economic Landscape?





Set Goals

Manage Resources

**Who
are
the...**



Where do the Jobs Come from?

76%	Existing Business Expansions
15%	Business Recruitment/Attraction
9%	Entrepreneurship

Source: Blane, Canada Ltd.

The Businesses that You Already Have!

Cost to attract one job	\$10,000 - \$50,000
Cost to retain one job	\$200 - \$4,000

Source: U.S. Department of Labor and Employment

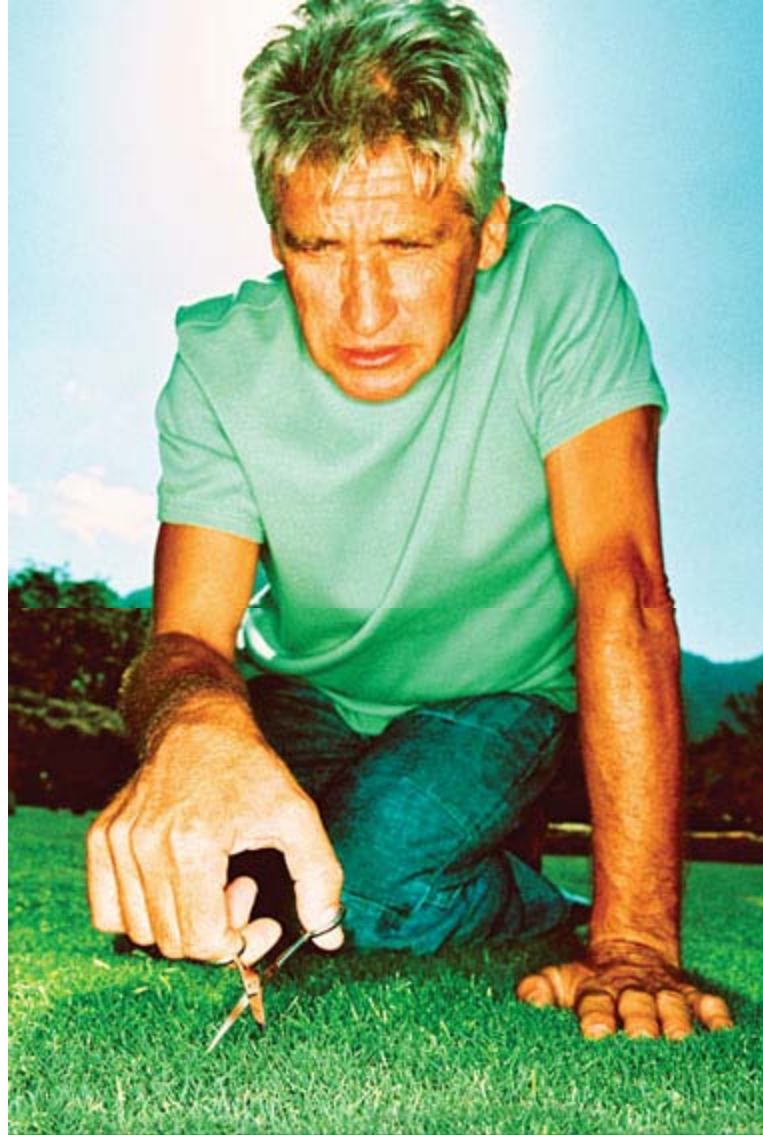


So Where Do You Put Your Money, Time, and Effort?

Identifying Your Regional Focus

It's Important to Have The
Right Tools for the Job

- Industry Analysis
- Workforce Assessment
- Employment Projections
- Economic Indicators
- Emerging Industries
- Entrepreneurship Studies
- Career Guides
- Specialized Reports





Do we claim to have all the answers?

Of course not.



Our Goal Today is to Provide

- Tools to help with your own regional assessments
- Show you some great regional resources already created

Regional Data Analysis Techniques

Outline

- Location Quotients
- Farms and Agribusiness
- Manufacturing
- Retail Trade Analysis
- E-Commerce
- Diversification Index
- Rural vs Urban Industry Patterns

Location Quotients

- Location quotient indicates how concentrated an industry's employment is in a certain area as compared to the U.S. average.
- Location Quotient Formula:

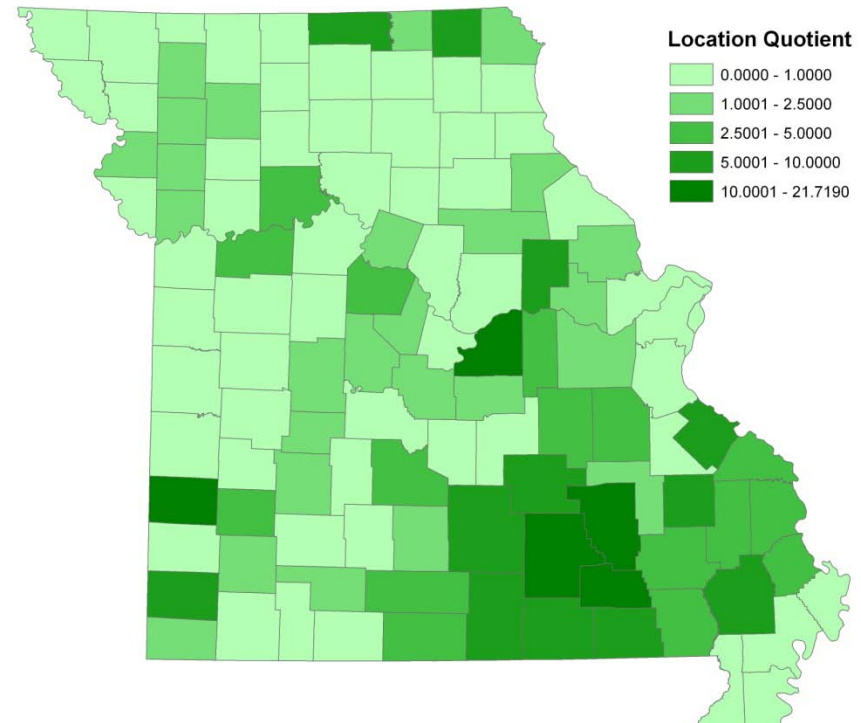
$$LQ = \left(\frac{\text{State Employment}_{\text{INDUSTRY}}}{\text{State Employment}_{\text{TOTAL}}} \right) \div \left(\frac{\text{National Employment}_{\text{INDUSTRY}}}{\text{National Employment}_{\text{TOTAL}}} \right)$$

What Does the Location Quotient (LQ) Mean?		
	Low Employment Growth	High Employment Growth
High LQ	Important industries that may require attention	Important growth industries
Low LQ	Industries with lower potential for local economy	Potential emerging industries

- If an industry has an LQ of 2.0 then it is twice as concentrated in employment as the U.S. average.

Forest Products Location Quotient

- Location Quotient measures the share of forest products industry's employment in Missouri to its share of total national employment.
- The Location Quotient (LQ) map shows counties with higher concentration in forest product industries than the national average ($LQ > 1$).
- A majority of counties in southeast Missouri are specialized in forest products manufacturing.



Location Quotient Equation (a Ratio of Ratios)

$$\left(\frac{\text{County Employment}_{\text{INDUSTRY}}}{\text{County Employment}_{\text{TOTAL}}} \right) \div \left(\frac{\text{National Employment}_{\text{INDUSTRY}}}{\text{National Employment}_{\text{TOTAL}}} \right)$$

Farms and Agribusiness

- Missouri's Farm & Agribusiness
 - 107,825 farms
 - 298,320 Workers
 - 3,041 Agribusiness firms
- Farm size and agricultural labor on the decline
- Number of farms and market value of production is increasing
- Organic farming acreage expected to double
- Over 52% farms in Missouri have internet access
- Missouri now has twelve ethanol and biodiesel plants in operation

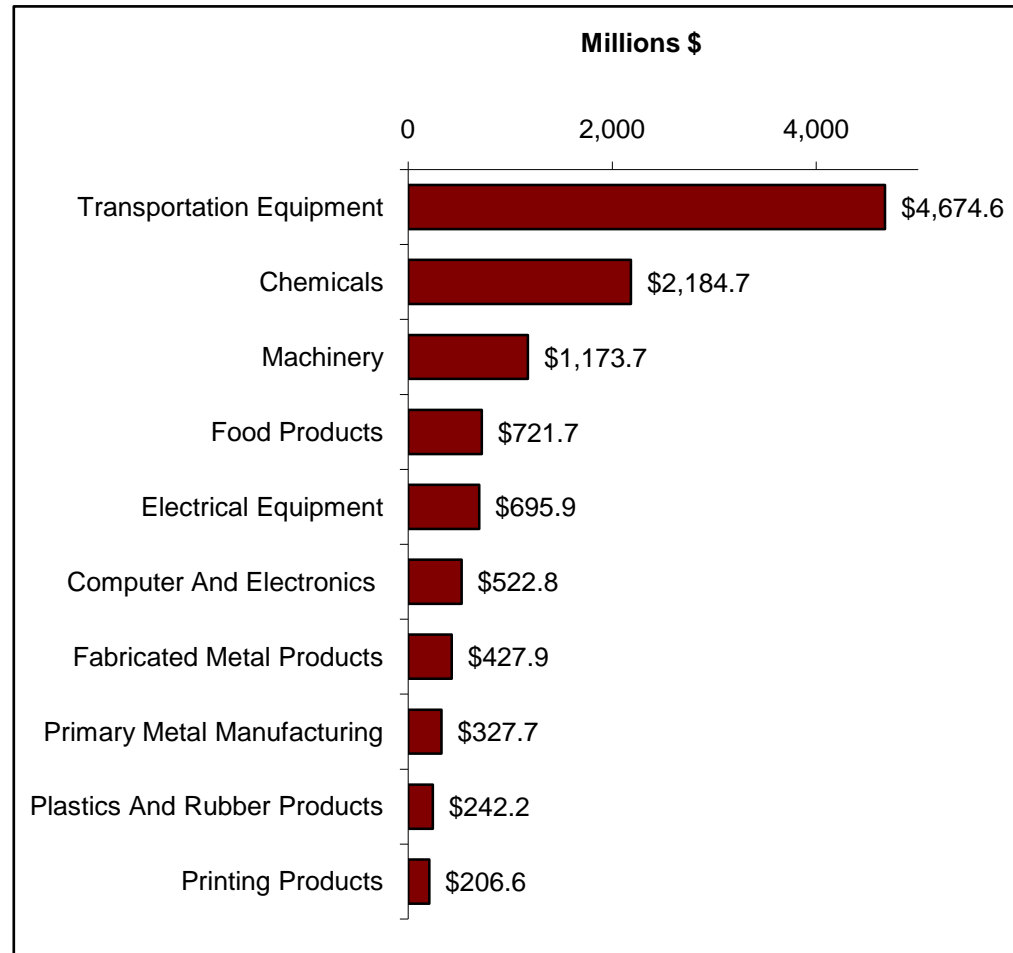
Missouri's Contribution to Agriculture

Indicator	Ranking
Number of farms	2 nd
Beef cows	2 nd
Hay production (excluding alfalfa)	4 th
Rice production	4 th
Sorghum production	5 th
Turkeys raised	5 th
Hogs and Pigs	7 th
Soybean production	7 th
Corn production	8 th
Cotton production	9 th
Winter wheat production	9 th

Source: National Agricultural Statistical Service, USDA, 2006

Manufacturing Sector

- Missouri Manufacturing
 - 302,219 Workers
 - 7,535 Firms
 - Average wage: \$45,376
- Contributes \$32 Billion in Value-Added (15% of GDP) to the State
- Employs over 13% of labor force in Missouri
- Value-Added per worker is \$91,985



Retail Trade Measures

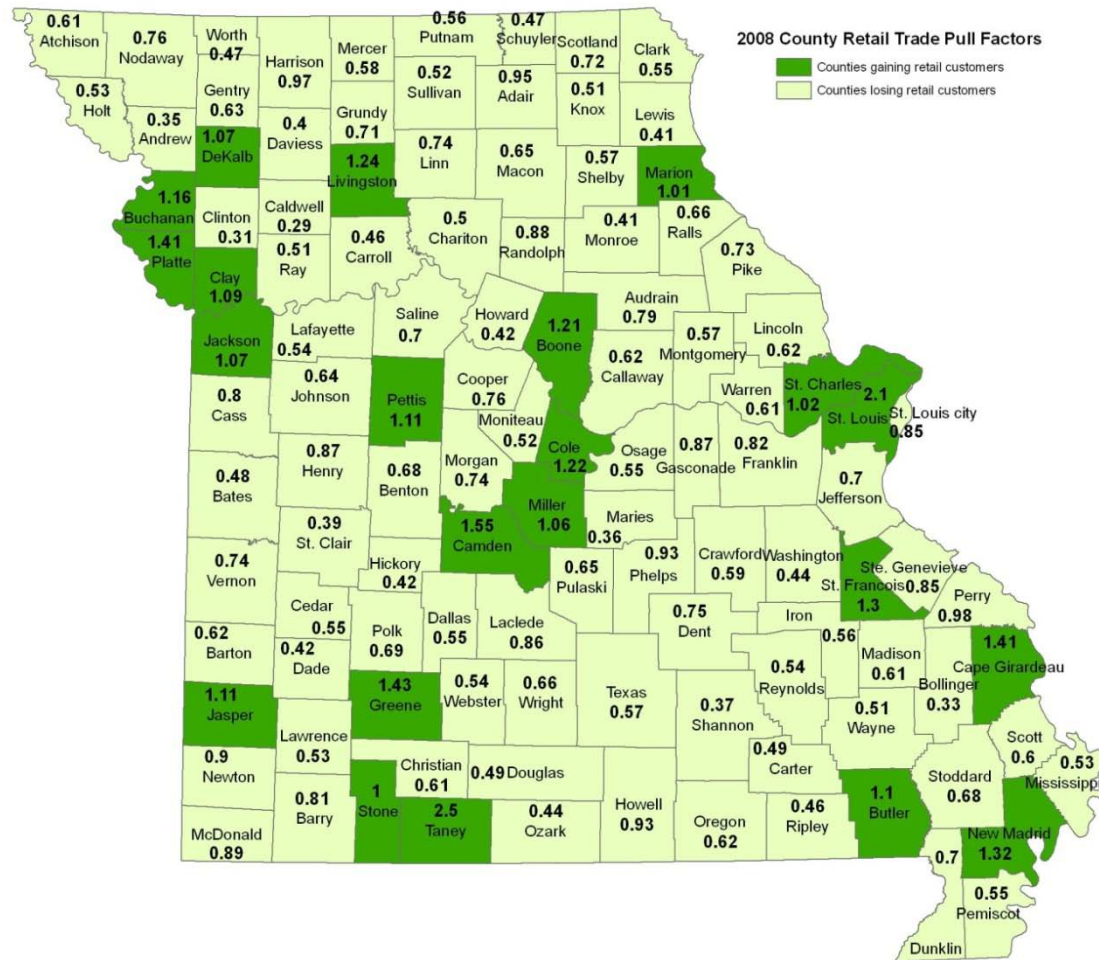
$$\text{Pull Factor}_{\text{sector}} = \frac{\text{Retail sales}_{\text{county}}}{\text{Adjusted population}_{\text{county}}} \div \frac{\text{Retail sales}_{\text{state}}}{\text{Adjusted population}_{\text{state}}}$$

$$\text{Trade Area Capture}_{\text{county}} = \text{Adjusted population}_{\text{county}} * \text{Pull factor}_{\text{county}}$$

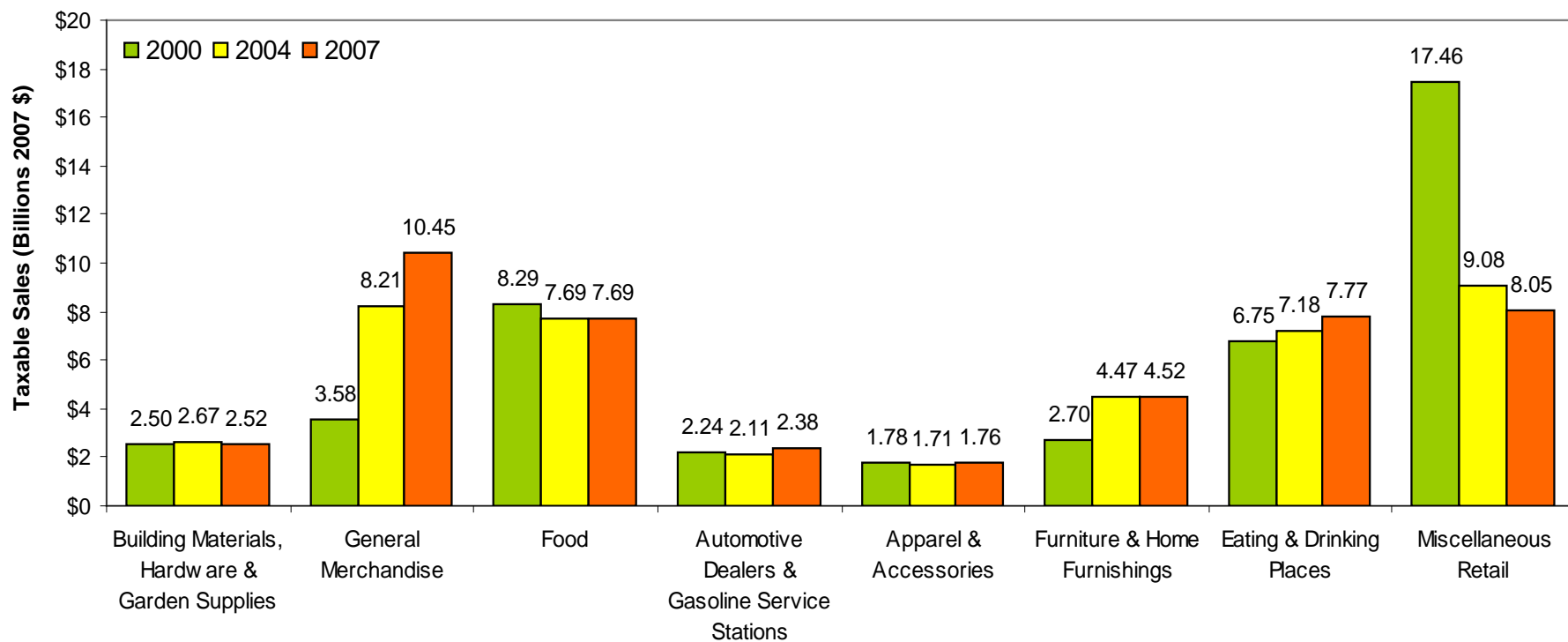
$$\text{Market share}_{\text{county}} = \frac{\text{Trade area capture}_{\text{county}}}{\text{Trade area capture}_{\text{state}}}$$

$$\text{Buying power index}_{\text{county}} = \frac{2 * \left(\frac{\text{population}_{\text{county}}}{\text{population}_{\text{state}}} \right) + 3 * \left(\frac{\text{retail sales}_{\text{county}}}{\text{retail sales}_{\text{state}}} \right) + 5 * \left(\frac{\text{per capita income}_{\text{county}}}{\text{per capita income}_{\text{state}}} \right)}{10 \text{ (sum of weights)}}$$

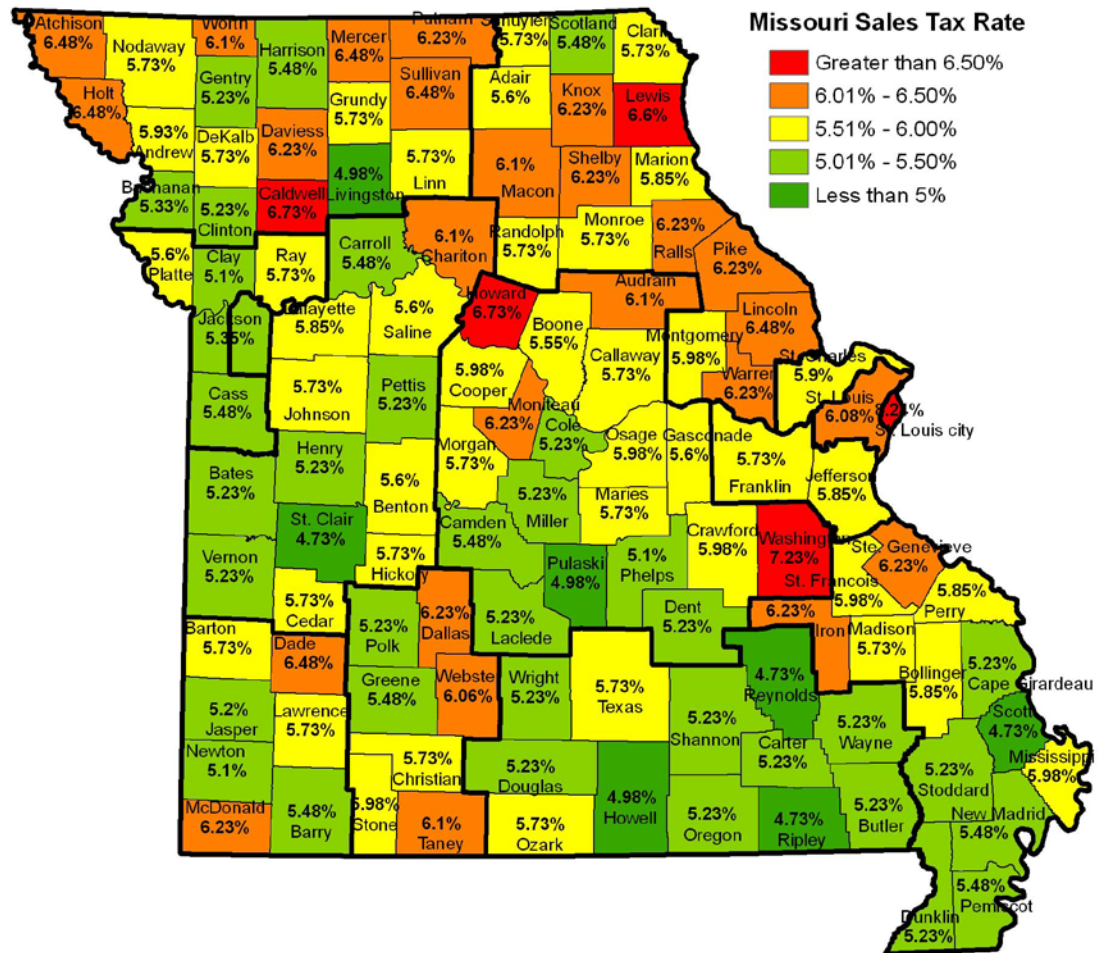
Missouri Retail Trade Analysis



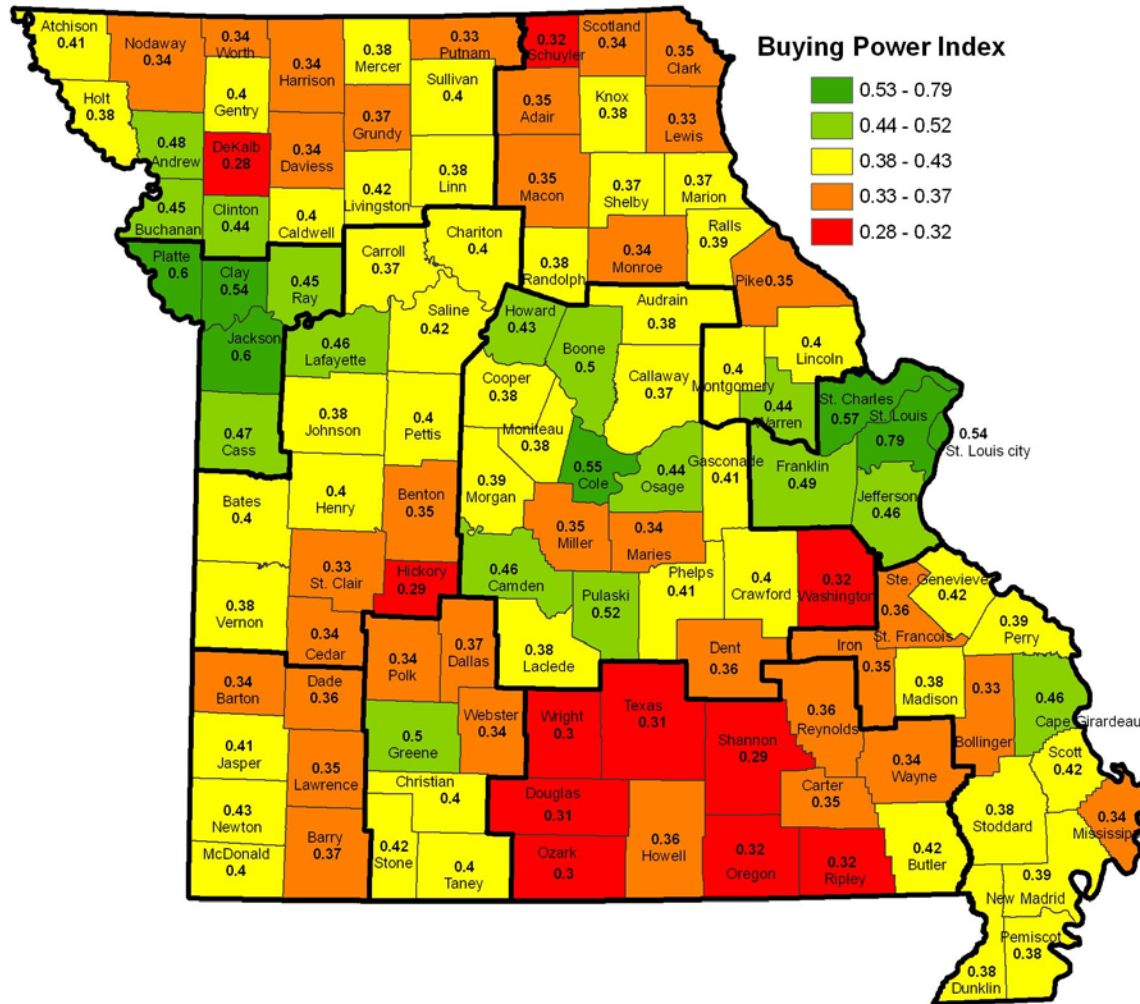
Retail Sales Trends



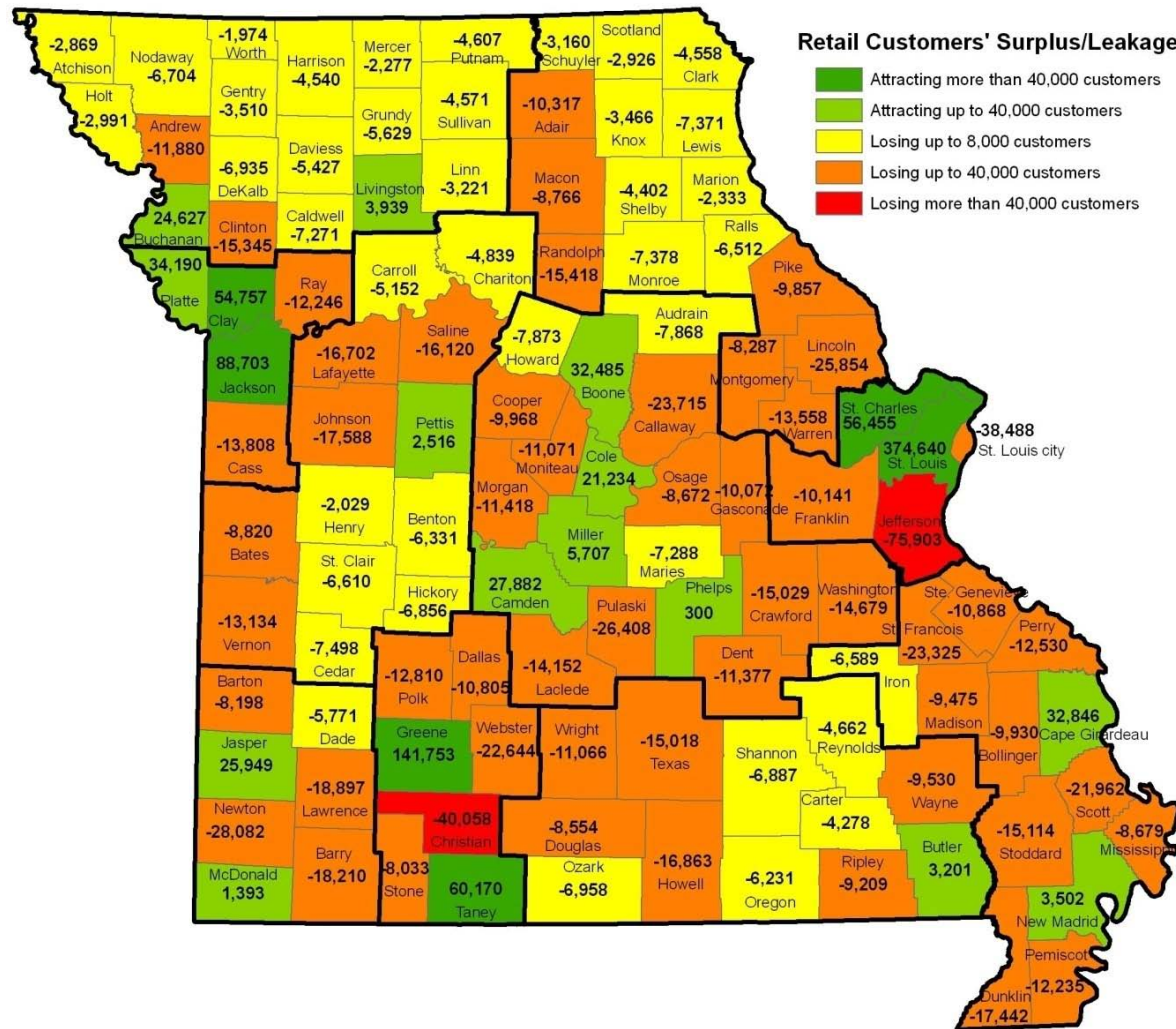
Missouri Sales Tax Rate



Buying Power Index

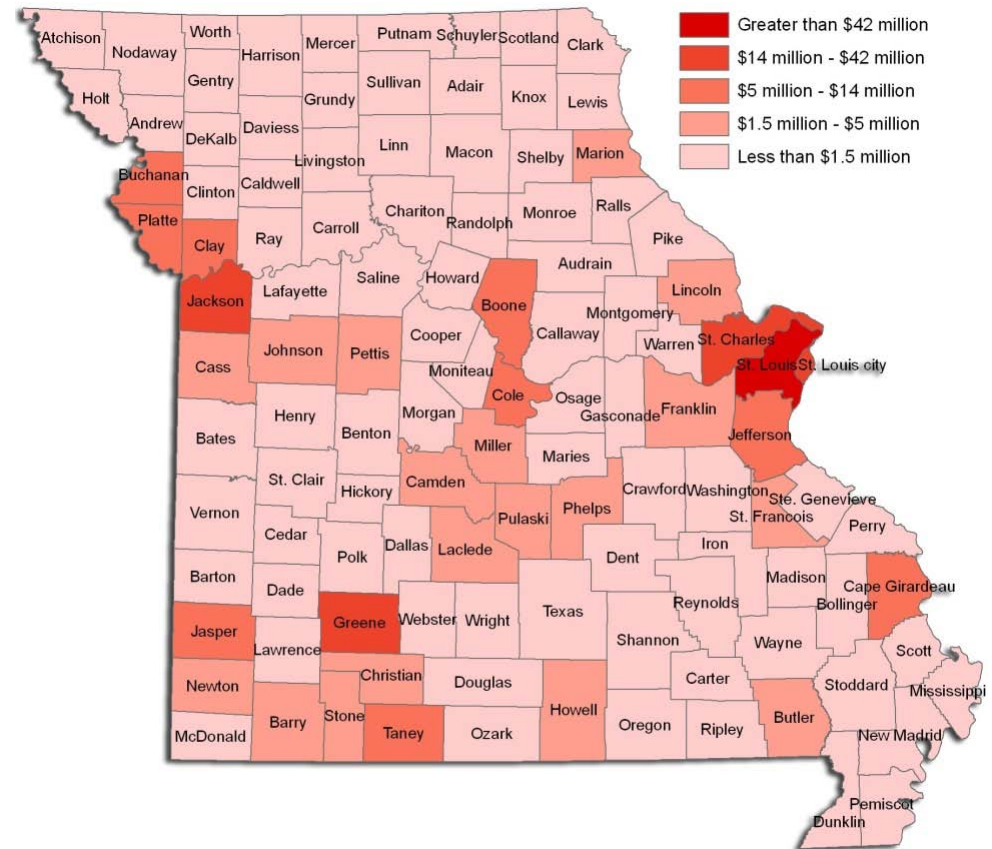
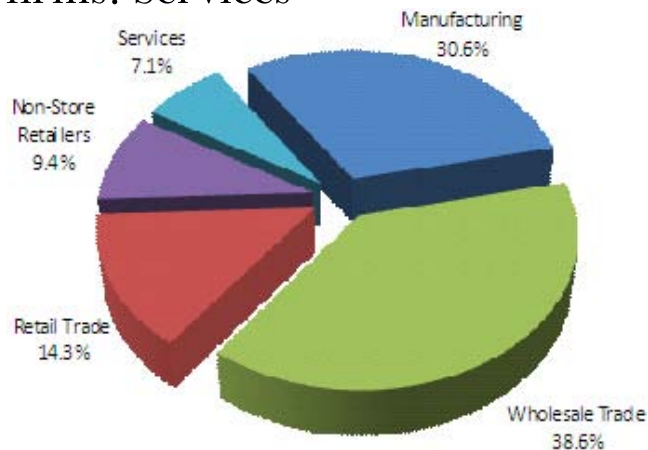


Commuting Patterns of Retail Customers



E-Commerce Industries

- E-Commerce Industries
 - 177,209 Workers
 - \$2.4 Billion Sales
 - 6,901 Firms
- Highest wages: Wholesale Trade
- Most workers: Manufacturing
- Most firms: Services



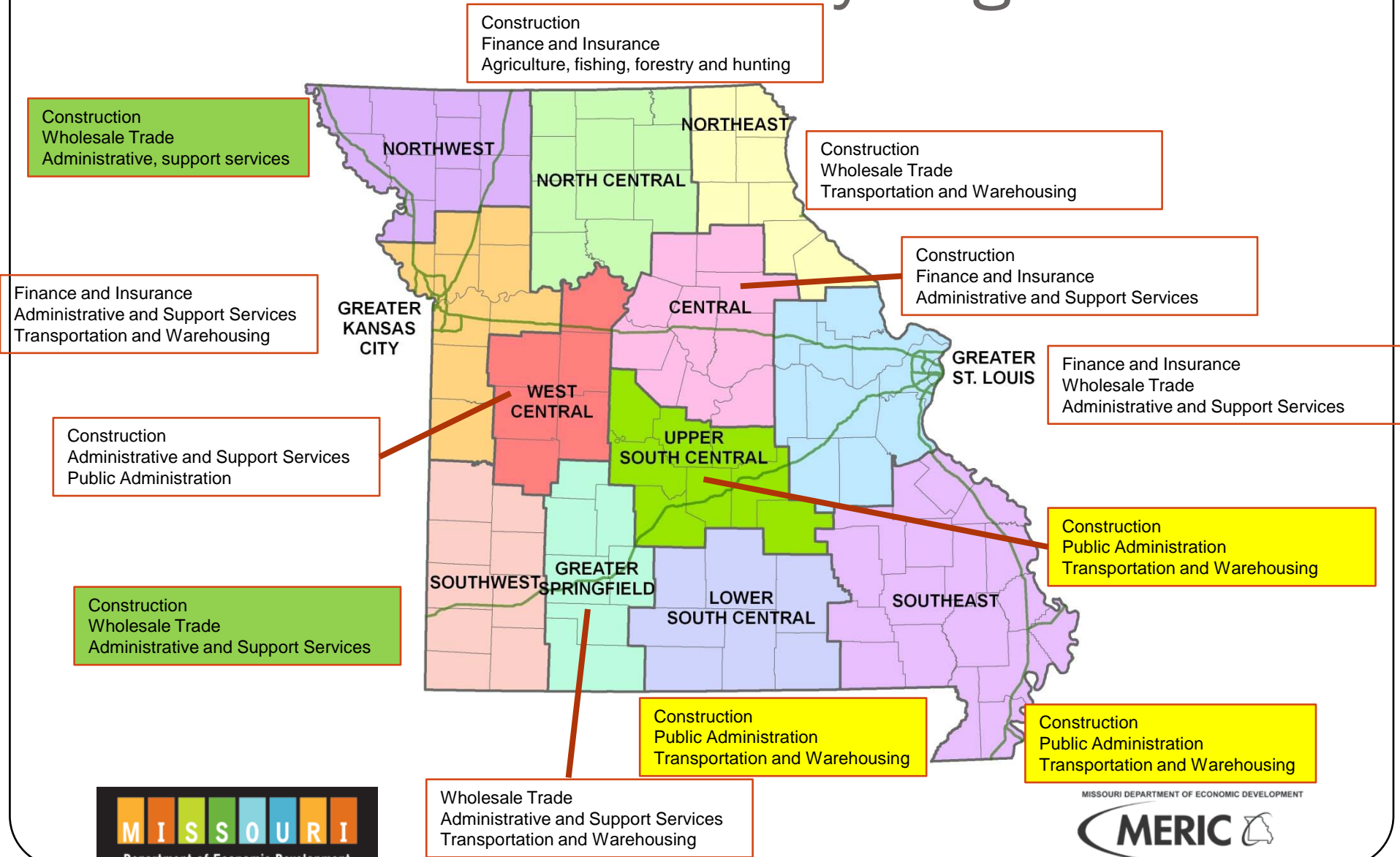
Diversification Index

- The industrial diversification index measures the distribution of labor force within the region.

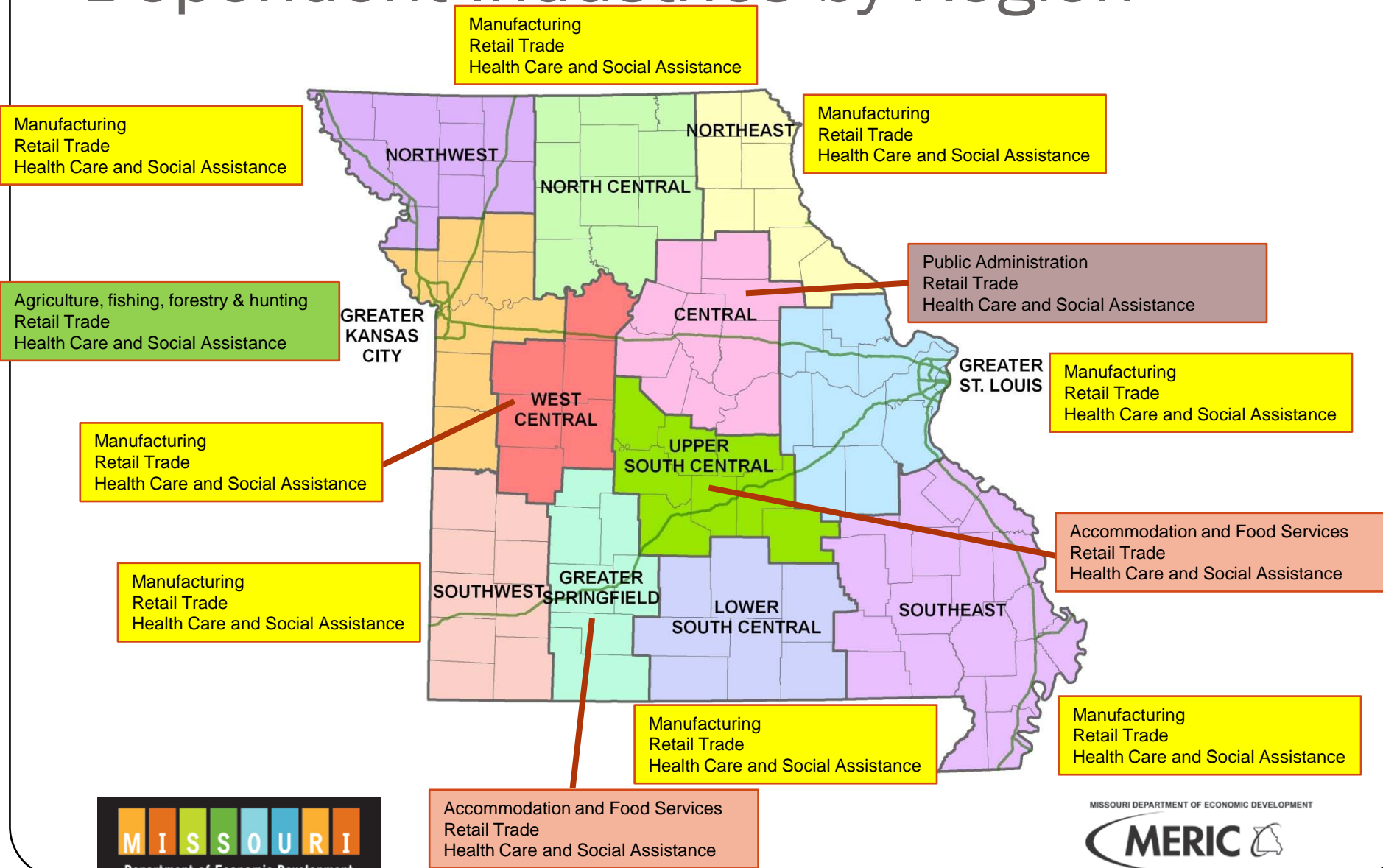
$$Diversification\ Index_{sector} = \sum_{i=1}^n \left(\frac{n}{n-1} \left(\left(\frac{Sector\ employment_{county}}{Total\ employment_{county}} \right) - \frac{1}{n} \right)^2 \right)$$

- The lower the index, the more diversified the region, the higher the index, the more dependent the region.

Diversified Industries by Region



Dependent Industries by Region



Industry Pattern Analysis

- Understanding the industry patterns is critical to designing effective development initiatives.
- Two important patterns are analyzed:
 - Spot Strengths of large sector employment, typically in one or two firms
 - Core Clusters of employment across a mix of similar industries.
- Compare two regions – Rural (Northeast) and Urban (St. Louis)

Northeast Region

- Population: 90,231
- Economic Centers:
 - Hannibal, Marion County
 - Louisiana, Pike County
- Employment: 30,882
- Estimated Farm Employment: 6,600
- Average Wage: \$28,266
- Health Care, Retail and Manufacturing are primary employers

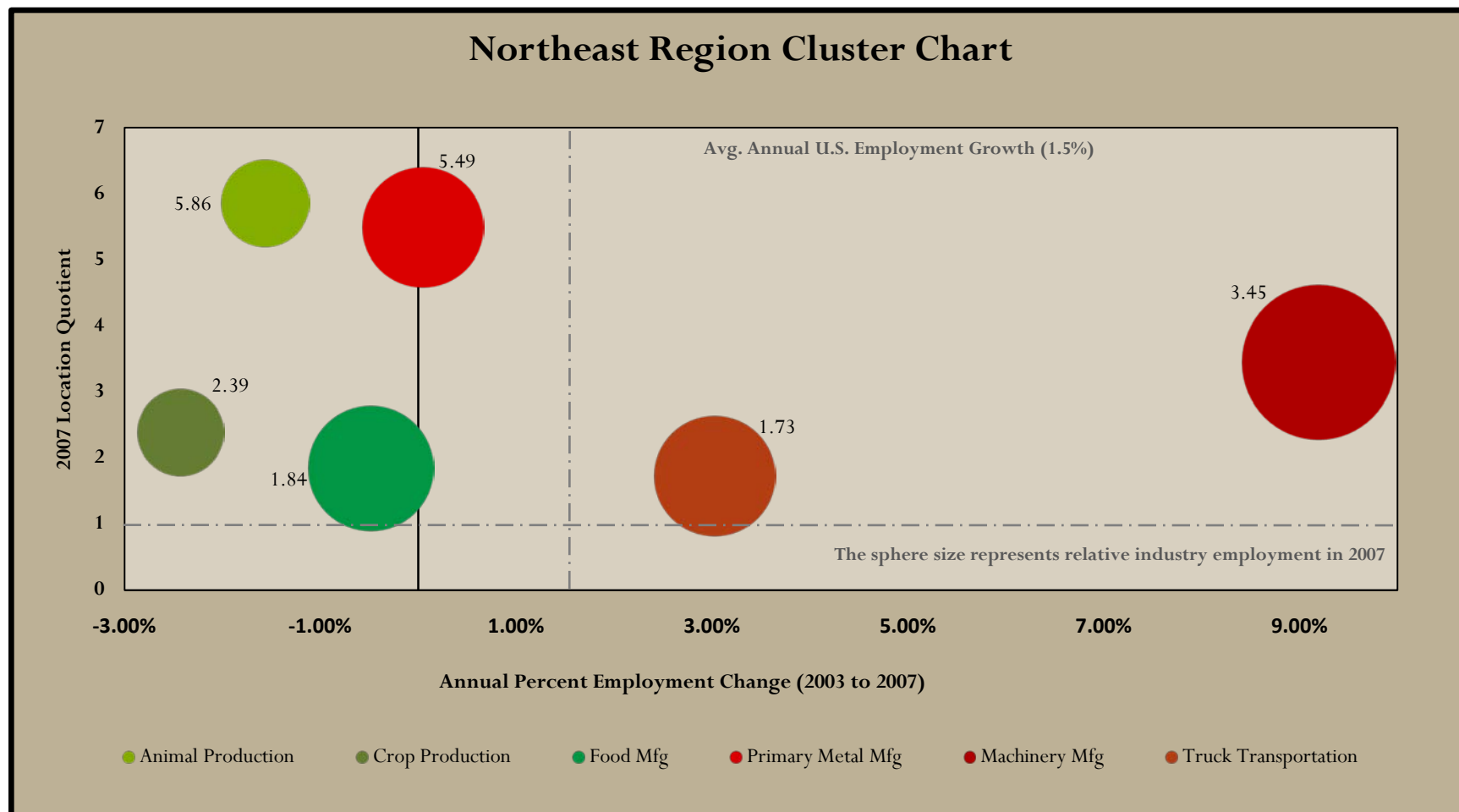


TYPE	NAICS	INDUSTRY	LQ
Cluster	111	Crop production	2.4
Cluster	112	Animal Production	5.9
Cluster	311	Food manufacturing	1.8
Cluster	331	Primary Metal Mfg.	5.5
Cluster	333	Machinery Mfg.	3.4
Cluster	484	Truck Transportation	1.7
Spot	325	Chemical Mfg.	2.6
Spot	326	Plastics/Rubber Products Mfg.	1.8
Spot	713	Amusements, Gambling, and Rec.	1.9

Northeast Region Industry Clusters

Cluster	Agribusiness			Metal/Machinery Mfg.		Truck Transp.
Industry	Crop Production	Animal Production	Food Mfg.	Primary Metal Mfg.	Machinery Mfg.	Truck Transp.
Location Quotient	2.39	5.86	1.84	5.49	3.45	1.73
Employment	268	272	566	522	851	520
Avg. Wage	\$21,429	\$22,080	\$45,987	\$39,953	\$32,929	\$31,451
Description	Engaged in growing crops mainly for food and fiber, and includes farms, orchards, groves, etc.	Involved in the raising of fattening animals for the sale of animals or animal products.	Transformation of livestock or agricultural goods into products for intermediate of final consumption.	Smelting and/or refining ferrous and nonferrous metals from ore, pig, or scrap.	Creating end products that apply mechanical force through forging, stamping, and bending processes.	Provides over-the-road transportation of cargo using motor vehicles, such as trucks and trailers.

Northeast Region Cluster Chart



Primary Metal Manufacturing

- Primary metal manufacturing consists of ferrous (containing iron) and non-ferrous metal as well as steel production, foundries, iron, steel mills and ferroalloy manufacturing.
- Primary metal manufacturing workers are among the highest paid in the region at \$39,953.
- Value-added per worker is \$66,742.

Primary Metal Manufacturing Impact: Addition of 100 employees			
	Direct Impact	Indirect Impact	Total Impact
Employment	100	253.8	353.8
Labor Income*	\$4.0M	\$9.6M	\$13.6M
Gross Domestic Product	\$7.0M	\$16.6M	\$23.6M

Primary Metal Manufacturing Linkages

Backward Linkages

Iron Ore & Coal
Mining, Lime &
Gypsum
Production

Petroleum
Refining &
Natural gas
Production

Metal
Foundries,
Smelting &
Refining

Other
Inputs

Forward Linkages

Wholesale
Trade

Value-Added
Industrial
Manufacturing

Domestic &
International
Exports

Truck
Transportation

Primary Metal
Manufacturing
522 Workers
\$7 Million
Industry

Greater St. Louis Region

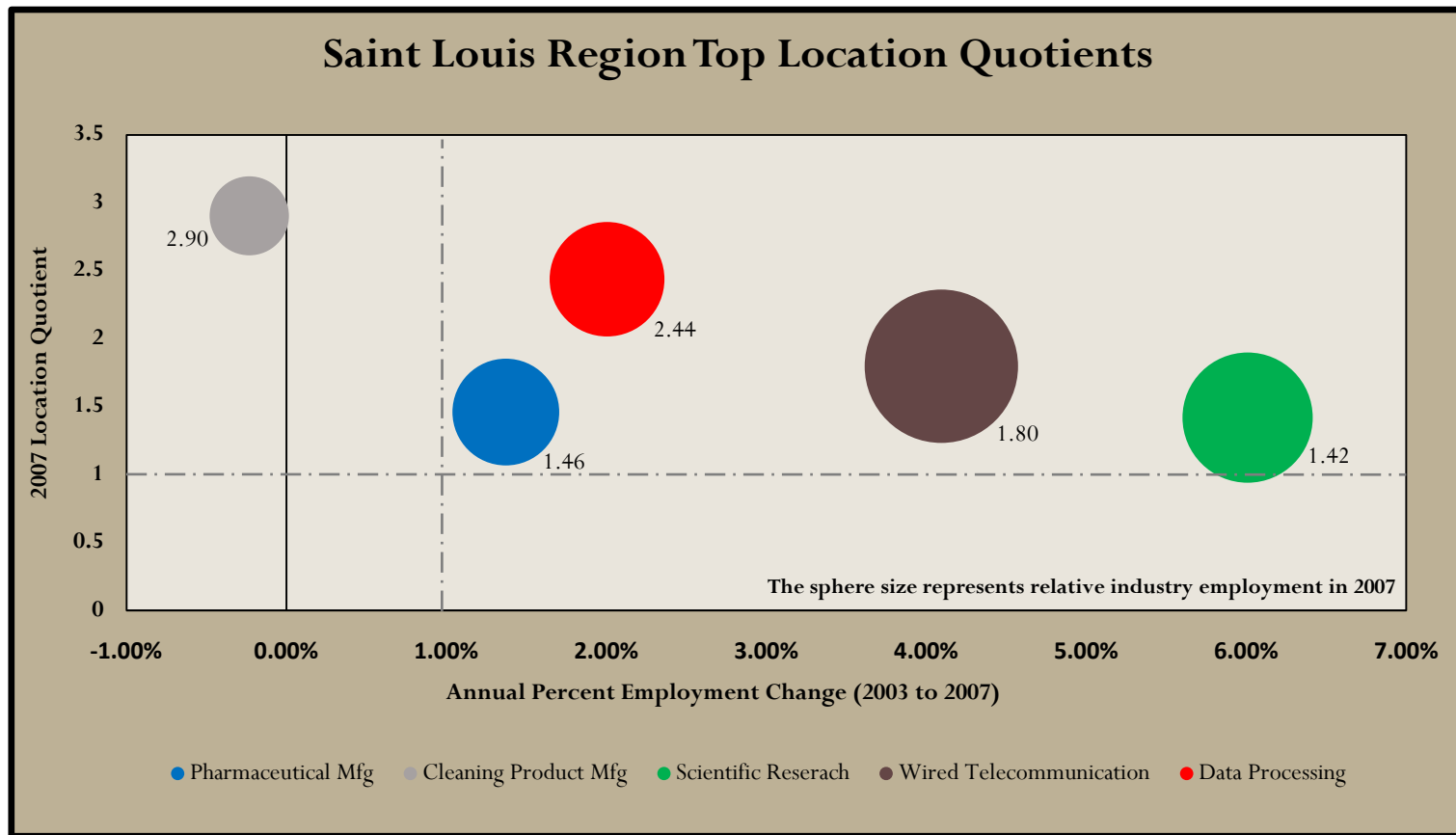
- Highest Population in the state: 2,201,890 (37% of Missouri)
- Employment: 1,082,997
- Average Wage: \$47,243
- Information services, Research and Development, Chemical manufacturing are primary employers



St. Louis Region Industry Clusters

Type	NAICS	Industry	LQ	Employment
Super Cluster	5511	Management of companies and enterprises	2.7	42,619
Super Cluster	5417	Scientific research and development services	1.4	7,220
Spot	3251	Basic chemical manufacturing	1.6	1,976
Cluster	3256	Soap, cleaning compound, and toiletry mfg.	2.9	2,669
Cluster	3254	Pharmaceutical and medicine manufacturing	1.5	3,643
Cluster	4246	Chemical merchant wholesalers	1.2	1,381
Spot	3121	Beverage manufacturing	3.3	4,899
Cluster	3118	Bakeries and tortilla manufacturing	1.4	3,198
Spot	3111	Animal food manufacturing	3.7	1,587
Cluster	5171	Wired telecommunications carriers	1.8	10,007
Cluster	5182	Data processing and related services	2.4	5,589
Spot	3334	HVAC and commercial refrigeration equipment	3.2	4,164
Cluster	3335	Metalworking machinery manufacturing	1.8	3,006
Cluster	3333	Commercial and service industry machinery	1.9	1,762
Cluster	3315	Foundries	1.3	1,747
Spot	3364	Aerospace product and parts manufacturing	3.4	14,024
Cluster	3231	Printing and related support activities	1.4	7,563
Spot	7132	Gambling industries	3.7	4,453

St. Louis Region Cluster Chart



Research and Development

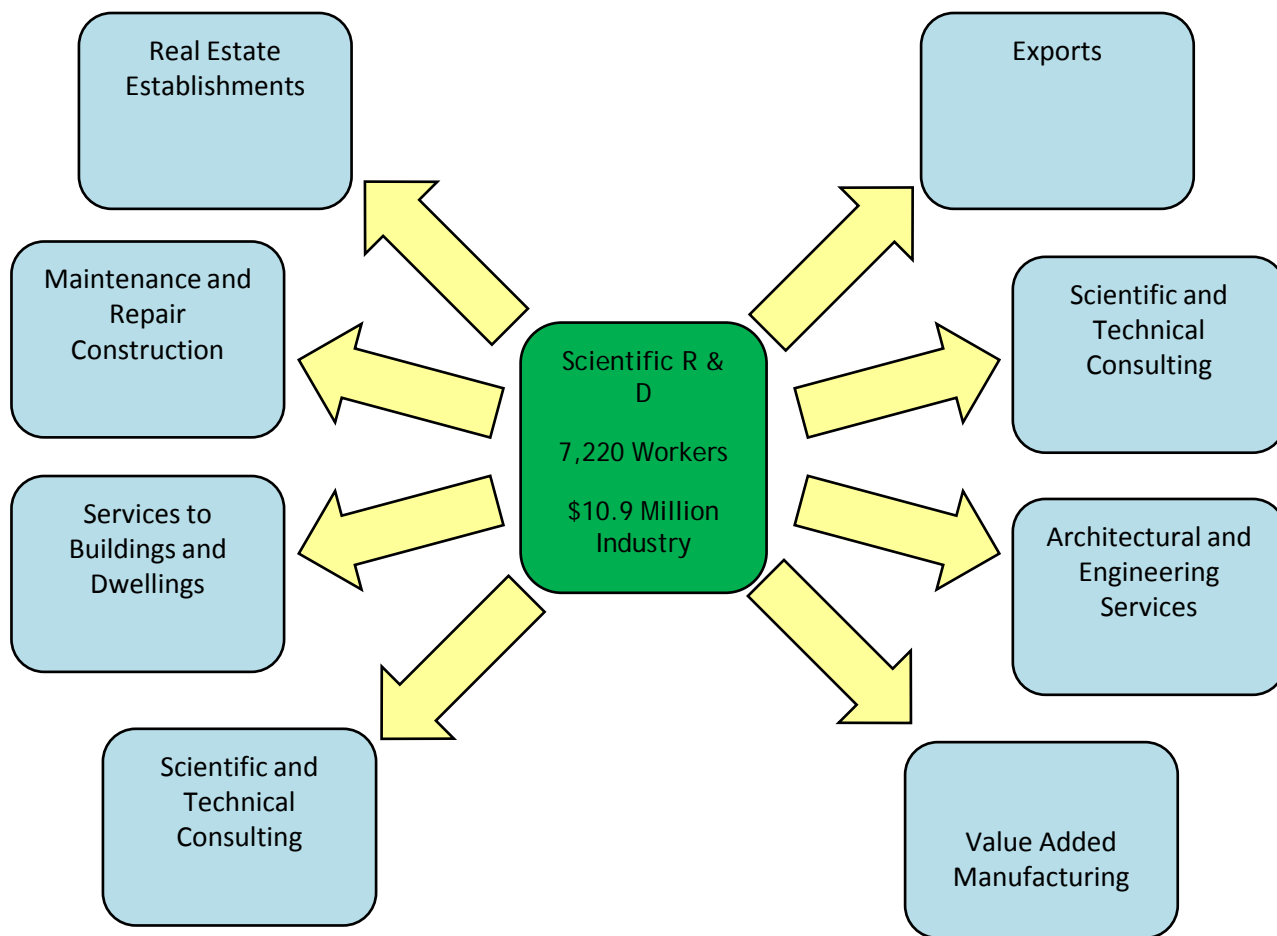
- Scientific Research and Development is involved in research of engineering, biotechnology, agriculture, and social sciences.
- Average wage is \$119,473
- Value-added per worker is \$85,302.

Scientific Research & Development Impact: Addition of 100 employees			
	Direct Impact	Indirect Impact	Total Impact
Employment	100	128.6	228.6
Labor Income*	\$11.9M	\$5.2M	\$17.1M
Gross Domestic Product	\$10.9M	\$8.6M	\$19.5M

Research and Development Linkages

Backward Linkages

Forward Linkages



Questions?

Reports and Resources for Regional Analysis

Demographic Trends



Northeast WLA Region Demographic Summary

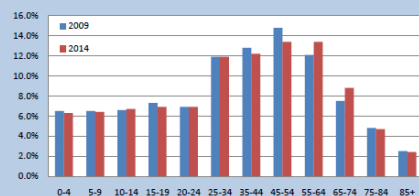
The Northeast region of Missouri has a combination of large cities and rural area that help spur continual growth that matches the national average in almost every category. Like many rural regions in Missouri, the population is expected to grow older over the next five years as compared to more urban areas. For comparisons with state and national figures, please see the Missouri Demographic Summary.



Population Trends

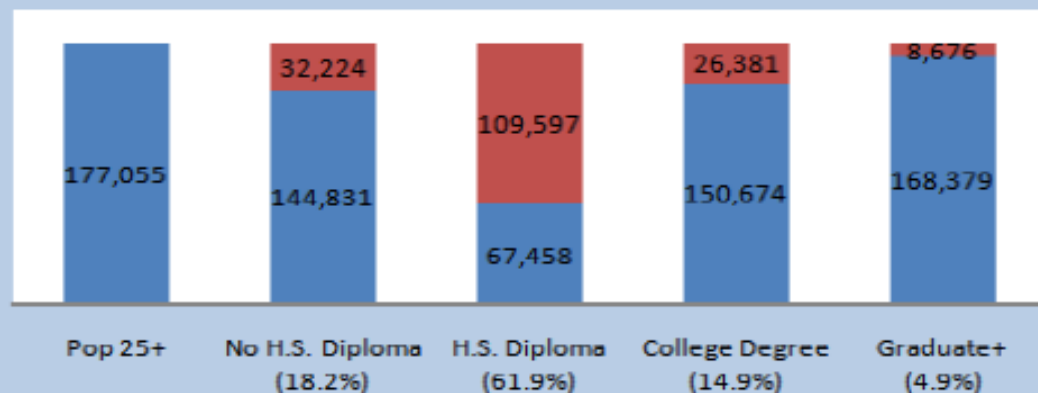
Population Category	2009 Data	Percentage	2014 Data	Percentage	2009 - 2014 Change
Total Pop.	267,414	-	280,546	-	4.7%
Median Age	38.5	-	38.9	-	1.0%
Total (18+)	203,769	76.2%	214,618	76.5%	5.1%
Total (65+)	39,577	14.8%	44,607	15.9%	11.3%
Male	133,172	49.8%	139,992	49.9%	4.9%
Female	134,242	50.2%	140,554	50.1%	4.5%

Population By Age



Educational Attainment

■ Highest Education Received



IAO-DS-NE-Region 2009

Ethnicity Trends

Race	2009 Data	Percentage	2014 Data	Percentage	2009 - 2014 Change
White	251,102	93.9%	262,591	93.6%	4.4%
Black	9,627	3.6%	10,380	3.7%	7.3%
Hispanic	3,744	1.4%	4,489	1.6%	16.6%

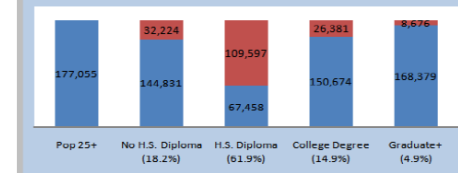
Income and Household Data

	2009 Data	2014 Data	2009 - 2014 Change
Total Households	102,236	107,288	4.7%
Per Capita Income	\$20,276	\$21,046	3.7%
Average HH Income	\$51,519	\$53,397	3.5%

Education

Educational Attainment

■ Highest Education Received



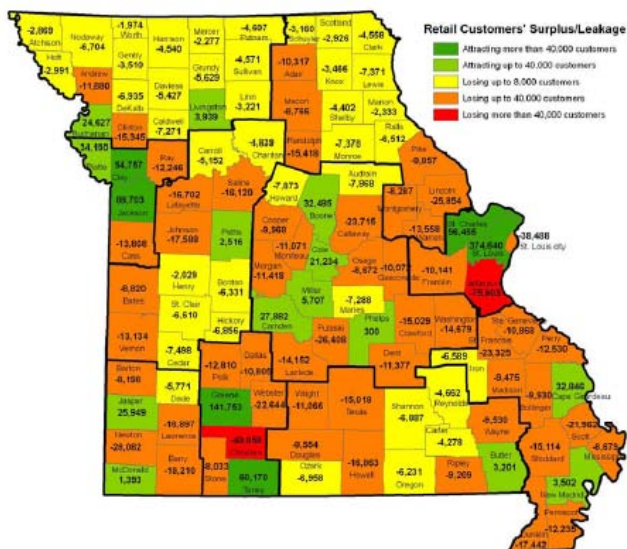
Source: ESRI Business Analyst Demographic and Income Forecast



MISSOURI ECONOMIC RESEARCH AND INFORMATION CENTER

JUNE 2009

Commuting Patterns of Retail Customers



Ozark Workforce Investment Area RETAIL TRADE ANALYSIS

Retail Pull Factors

Retail trade is the sale and distribution of merchandise to consumers through either a store location or non-store location such as internet, phone, catalog or advertising.

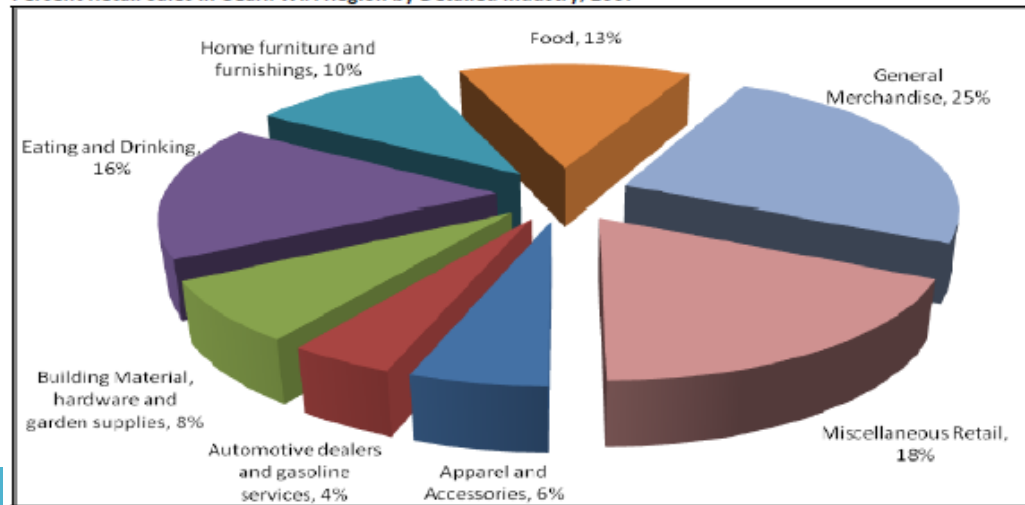
Retail trade is one of the key economic indicators of regional economies. The retail strength of a county is a function of customer base served, the buying power of the customer base and quality of the retail environment. Retail pull factor measures the retail sales captured by a county across Missouri.

In 2007, two counties in the Ozark Workforce Investment Area had a retail trade pull factor greater than 1 indicating either a gain in customers from other counties or that residents spent more than the state average. On the contrary, five counties had a pull factor below 1 indicating residents either spent less than their state counterparts or residents purchased more goods outside their county.

Retail Trade Sectors

- Apparel and Accessories
- Automotive dealers
- Gasoline service stations
- Building materials,
- Hardware and garden supplies
- Eating and Drinking Places
- Home furniture and furnishings
- Food
- General Merchandise
- Miscellaneous retail

Percent Retail Sales in Ozark WIA Region by Detailed Industry, 2007



Retail Industry Facts

Employment

31,171

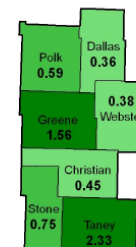
Number of Industries

1,827

Average Wage

\$22,591

2007 Retail Trade Pull Factor



Commuting Patterns

Cross-State-Line Commuting from the St. Louis Metro Area

This report highlights cross-state commuting patterns for the St. Louis Metropolitan area that includes St. Louis City, St. Louis County, St. Charles County and the Jefferson/Franklin County Consortium Workforce Investment Areas (WIAs) in Missouri. Specifically, this analysis focuses on non-Missouri residents coming to the St. Louis Metro area to find employment, and St. Louis Metro area residents leaving to work out-of-state.

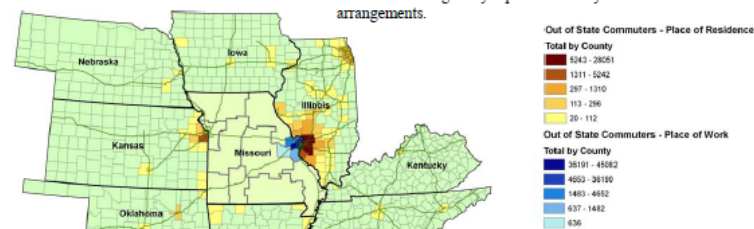
St. Louis Metro Area Commuting Patterns

Commuting Out of Missouri



The data generated by the Local Employment Dynamics Program unites place of work and place of residence regardless of whether the commute is physical, a telecommute or a temporary consultancy. Therefore such long distance commuting patterns as between St. Louis and Chicago may represent weekly commutes or consultancy arrangements.

Commuting In to Missouri



Analysis of the commuting maps shows the strong connection across the St. Louis Metropolitan area that justifies its analysis as a single unit. There is also a strong connection between the St. Louis Metro area and Chicago, Illinois and Kansas City, Kansas.

Career Outlook 2016

Kansas City Region



www.missouri-economy.org

Careers in the Kansas City Region with the most job openings between 2006-2016
 For a complete listing of occupations, wages, and skills information, visit the MTRC website at:
www.mtrccareers.org

Notes:
 Scores on the National Career Decision-Making Self-Efficacy Scale range from 0 to 100. Scores of 60 or higher indicate a high level of self-efficacy. Scores of 50 or lower indicate a low level of self-efficacy. Scores of 50-60 indicate a moderate level of self-efficacy. Scores of 60-70 indicate a high level of self-efficacy. Scores of 70-80 indicate a very high level of self-efficacy. Scores of 80-90 indicate a very high level of self-efficacy. Scores of 90-100 indicate a very high level of self-efficacy.

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*Wormholes*TM pads (each)
 Single-hole, complete (12 1/2" x 12 1/2") complete (12
 1/2" x 12 1/2") complete (12 1/2" x 12 1/2")
 12 1/2" x 12 1/2" (12 1/2" x 12 1/2")
 12 1/2" x 12 1/2" (12 1/2" x 12 1/2")

Economic Indicators

Regional Overview

Local Area Unemployment Statistics

Population

Applications

[Career Exploration Tool](#)

[Employer Locator](#)

Public Online Resources

U.S. Census Bureau

[*American Community Survey*](#)

[*Local Employment Dynamics \(LED\)*](#)

U.S. Bureau of Economic Analysis

[*Income*](#)

[*Gross Domestic Product*](#)

[*U.S. Bureau of Labor Statistics*](#)

U.S. Census Bureau LED OnTheMap

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[Hide/Show Tabs](#) [Print Map](#) [Link to Me](#) [Previous](#) [Clear Overlays](#)

St. Charles

Overlay Controls

2006

Color Key ☒

Points ☒

Thermals ☒

Selection Outline ☒

Selection Fill ☐

Animate ☒ Points ☒ Thermals ☒ [Animate](#)

[Zoom to Selection](#)

Report Output Options:

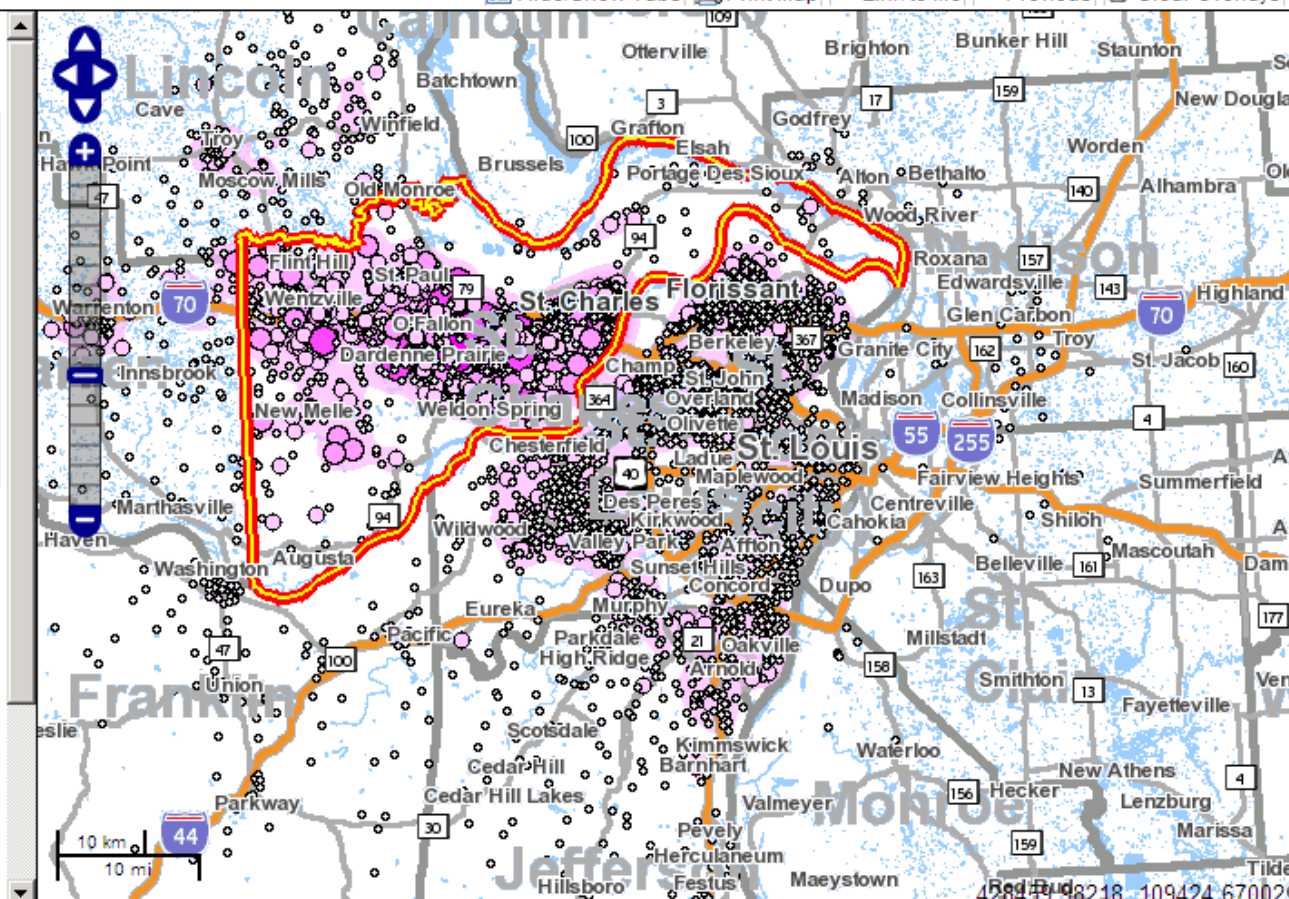
View Report As:

- [HTML](#)
- [Excel \(XLS\)](#)
- [View Map and Report PDF](#)
- [View Report-only PDF](#)

Analysis Settings

Year(s):	2006
Job Type:	Primary Jobs
Labor Market Segment:	All Workers

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Questions?

Tony Brite
Sreedhar Upendram
Veronica Gielazauskas